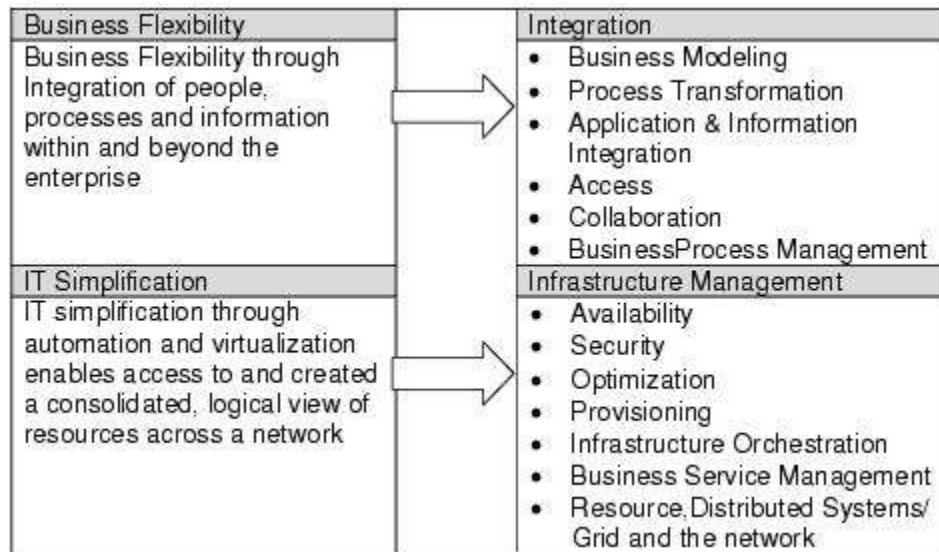


Chapter 9

“Identifying Client Business Problems and Requirements”

- Most prospective clients believe they have the best and the brightest people working for them, the best strategy, and the best ability to execute.
- All clients are different.
- **Understanding a Client’s Business Strategy**
 - As a Solution Advisor, your job is to:
 - Go inside the organization and determine how it operates.
 - Determine who holds the purse strings.
 - Determine how things are supposed to work and how things actually do work.
 - Determine their business strategy.
 - Act as a logical member of their organization and an asset to their team.
 - By looking at a company’s annual report, Web site, and news articles, it can help you determine how you client views its own image and what its business goals are.
 - People within the organization have different roles, responsibilities, and views
 - While you are trying to determine if the company will do business with you, the company is making decisions about you.
 - Driving forces of the business strategy
 - Driving forces are dictated by the board of directors in the form of a business strategy.
 - Each individual you meet with should have different objectives that are related to the business strategy.
 - Business plans are created in support of the strategy.
 - Not all plans are implemented due to costs, lack of perceived value or benefit, insufficient information, and unattainable time lines.
 - Needs and initiatives of the business strategy
 - A specific need is what causes a client to follow through on a plan or business initiative. Clients prioritize and evaluate needs in their alignment with the business strategy and initiatives.
 - To be an effective Solution Advisor, you must understand your client’s business strategy, business initiatives, and needs.
 - An organization has two types of needs:
 - Active need: supports the business strategy and is explored to support an initiative
 - Dormant need: supports the business strategy and specific initiatives, but clients have yet to see how the need can be met

- As a Solution Advisor, it is your job to turn dormant needs into active needs.
 - Clients need to manage their own needs and must either lead or respond to their competitors.
 - If your client is not the innovator and coming up with a new way or new product in the market, then they need to respond quickly and appropriately to their competitor's actions – they want to beat their competitors.
 - This need drives research and development, test markets, marketing, and sales.
 - When clients create their business strategies and initiatives, they look for ways to improve their business (not to just maintain the status quo). They want to be more efficient while differentiating themselves from the competition.
 - Clients need to understand the IBM On Demand Business strategy, have a desire to follow it, and begin the evolution in order to move to the breakthrough level.
 - To help reach the breakthrough level, the processes must be framed in line with business transformation and the operating environment. Your ability to communicate continuously during client meetings is crucial to your success as a Solution Advisor.
- Understanding the Client's Technology Preferences
 - As a Solution Advisor, it is important to understand the clients' technology preferences to design and suggest the right solutions that cater to clients (with respect to their business needs and initiatives).
 - As clients pursue their business objectives, they are challenged by continuous change, rigorous competition, financial pressures, and unpredictable threats
 - Technology Infrastructure: an evolutionary approach whereby existing technologies deployed today within client environments can be used to extract immediate value and benefits to the business
 - To evolve a client's infrastructure, here are two areas of focus:
 - Business flexibility
 - This leads clients to develop the capability to make elementary processes work together seamlessly and quickly.
 - Integration: offerings and solutions that support creating business flexibility.
 - IT environments to support the On Demand Business capability must be simpler and more manageable
 - Clients are increasingly deploying capabilities that let them repurpose application functionality to support horizontal processes, but require more automation and virtualization of resources.
 - Infrastructure Management: offerings and solutions that deliver on IT simplifications



- Clients today prefer and accept only those technology offerings that fulfill their immediate business needs and objectives.
- Here are some technology offerings that help businesses become more flexible through integration:

| Integration capabilities | Example offerings |
|---|---|
| Business Modeling Enables the graphical depiction and simulation of a business process including task descriptions, required resources, and decision points | ► WebSphere Business Integrator Modeler ► IBM Rational® XDE™ |
| Process Transformation Existing applications and information to be reused in new ways | ► WebSphere Business Integration Adapters |
| Application & Information Integration Enables multiple information sources and business applications to be combined | ► IBM DB2 Information Integrator ► IBM WebSphere Enterprise Modernization Family ► IBM Director Agent ► Integrated xSeries Adapter (IXA) |
| Access Access extends data and information to new classes of devices and methods of interaction regardless of connection type | ► WebSphere Portal for Multiplatforms ► WebSphere Portal - Express for Multiplatforms ► Mobile Office Entry Jumpstart |
| Collaboration Allow users to interact in a personalized way with dynamic information, applications, processes, and people | ► Lotus Workplace ► IBM Collaboration Portal Offering ► IBM WebSphere Portal ► iSeries for Domino® |
| Business Process Management Allows you to model, deploy, and analyze processes with the goal of managing the end-to-end business process | ► IBM Business Integration Offering |

- Here is a list of technology offerings that help businesses simplify their IT operations through infrastructure management:

| Infrastructure management capabilities | Example offerings |
|--|---|
| Availability Ensures the health and appropriate functioning of IT environment | ▶ IBM Tivoli Monitoring ▶ DB2 Recovery Expert ▶ Backup Recovery Media Services (BRMS) for iSeries ▶ IBM eServer (various models) |
| Security Ensures that information assets, confidentiality, and data integrity are protected | ▶ Tivoli Identity Manager ▶ IBM Tivoli Access Manager ▶ Tivoli Privacy Manager ▶ Wireless Intrusion Detection Services ▶ Embedded Security Subsystem ▶ IBM eServer zSeries® 990 ▶ Security Health Check ▶ IBM Tivoli Directory Server ▶ IBM Tivoli Directory Integrator |
| Optimization Ensures the most productive utilization of IT infrastructure | ▶ IBM Tivoli Monitoring for Transaction Performance ▶ IBM Tivoli Service Level Advisor ▶ IBM TotalStorage® Family ▶ IT infrastructure Assessment Services ▶ IBM Tivoli Provisioning Manager ▶ Capacity Upgrade on Demand ▶ IBM eServer BladeCenter™ ▶ IBM Grid Toolbox |
| Provisioning Makes available the right resources to the right processes and people | ▶ Capacity Upgrade on demand ▶ IBM Director Agent ▶ IBM Tivoli Provisioning Manager |
| Infrastructure orchestration Senses, triggers, and responds according to business goals | ▶ Lotus Workplace ▶ IBM Collaboration Portal Offering ▶ IBM WebSphere Portal ▶ ISeries for Domino |
| Business service management | ▶ IBM Tivoli Business Systems Manager |
| Resource virtualization Allows you to model, deploy, and analyze processes with the goal of managing the end-to-end business process | ▶ IBM Server Consolidation ▶ IBM TotalStorage Enterprise Storage Server® ▶ All IBM eServer iSeries, pSeries, and zSeries models ▶ xSeries models 445, 450, and 455 |

- Understanding the Client's Financing Preferences
 - IT spending must be able to show a proven business benefit

- IBM Flexible Financial and Delivery Offerings (FFDO) helps clients better align their IT resources and spending with business requirements
- The main benefit is that clients are relieved from underused assets and long-term fixed IT costs so they can devote more time to their core competencies and be more responsive to business needs.
- How IBM helps clients move to On Demand Business:
 - Flexible Financial and Delivery Offerings
 - Has broad options for acquiring and managing technology.
 - Provides clients with flexibility needed to run their business.
 - Helps you make the On Demand Business vision more real for clients.
 - Allows clients to access infrastructure, applications, and business processes based on their needs, which the flexibility to scale up or down.
 - By purchasing IT capabilities as a service, clients can enjoy flexible pricing based on usage.
 - Clients have the flexibility to choose how they access FFDO:
 - Client owned or managed: Clients acquire the offerings, architecture, system designs, and integration services that they need to build their own dedicated computing capacity, and they run it “utility-like” to meet their internal business needs.
 - IBM owned or managed: Clients address business requirements by using services from IBM that leverage standardized business processes, application, or infrastructure components to optimize execution cost and speed.
- IBM offerings for financing and deploying solutions for IBM On Demand Business:
 - Business and Application Services: delivers the business processes and leading-edge industry solutions clients need as a service (this frees them from management costs) and allows much faster implementation and quicker ROI than in-house implementation.
 - IBM Infrastructure Resource Management Services: gives clients the provisioning, management, and capacity resources required to lower costs (up front capital expense).
 - Financing Options: include project financing structures that give clients high customized options for bringing IT initiatives into reach and can also reduce up-front costs and better balance technology payments with benefits over time.
 - Strategic IT procurement arrangements: offer a strategic agreement that can help large clients achieve a predictable IT expense process, addresses fundamental issues associated with building and managing an On Demand Business infrastructure, and allows clients to take advantage of alternatives to owning and managing infrastructure assets
 - Total Usage Financing: enables clients to finance only the capacity they use and pay as you go. It's ideal for an organization with

changing computing needs and is the perfect complement to IBM On Demand Business.

- **Setting Client Priorities**

- The Solution Advisor must be able to identify factors that drive business performance. The Solution Advisor will be able to:
 - Identify new opportunities with clients
 - Respond to client-identified issues
 - Articulate the business value of altering processes
 - Link business issues to IBM offerings
- The industry trend is shifting from the old “product sell” model to true partnering and risk sharing.
- Sellers should use research and data to learn about the client’s business needs before they present services and solutions.
- Selling On Demand Business requires IBM sellers and practitioners to use the collection of tools and industry-focused assets to engage line-of-business and senior-level client executives in a dialog about their business.
- An issue-based sale is based on identifying a client need. An issue-based solution can:
 - Identify a gap in business performance
 - Establish the size of the gap
- To fill the gap, an IBM issue-based solution sale can include consulting services, software, hardware, outsourcing, financing, legal, marketing, and any other products and services that IBM and our Business Partners offer.
- Issue-based solution sales may take longer than straight product sales, but there is greater potential for the seller to gain more revenue.
- Issue-based sales have more extensive sales cycles with multiple stakeholders, buyers, and salespeople.
 - It starts with an investigation to find the problem (versus trying to identify a want or need) which can expand to encompass other elements as you engage with your clients or prospective clients.
 - It is likely that the decision makers and influencers of the client will be at a higher organizational level and part of the operations or product organizations. Solution sales target line-of-business (LOB) executives rather than the IT organization.
- You need to be able to link IBM solutions to improvements in overall client performance and value in order to capture an executive’s attention and sell issue-based solutions.
- Use top-down opportunity assessment approach (approach that captures executives’ attention by focusing on those issues that drive performance and create shareholder value).